

Section 3.0 Alternatives

3.1 INTRODUCTION

The Defense Base Closure and Realignment Act of 1990 (1990 Base Closure Act) mandates the closure of Fort Ord. The Army plans to dispose of excess property through the process described in Section 2.0, "Proposed Action"; establish a Presidio of Monterey (POM) annex; and retain the existing reserve center. This section describes the alternatives considered to establish the POM annex and retain the reserve center and describes the reuse alternatives identified and analyzed in this document.

3.2 ESTABLISHMENT OF PRESIDIO OF MONTEREY ANNEX

3.2.1 Army's Proposed Presidio of Monterey Annex

The location of the POM annex is based on the need to:

- establish a contiguous facility,
- retain minimum facilities and functions,
- maintain quality of life for residual military and families,
- support retirees where possible,
- enhance morale factors, and
- accommodate other Department of Defense (DOD) activities where possible.

Alternatives to establishing the POM annex considered new construction, leasing of installation lands, and use of other military installations and various sites or facilities located throughout the installation. New construction, leasing, and other military installations were eliminated because of high cost and disruption.

A major consideration in establishing the POM annex is locating the housing; administrative support; and the morale, welfare, recreation (MWR) facilities in the same areas as the Defense Language Institute. Various combinations of sites and facilities were evaluated throughout the installation, but the alternative selected was the only solution to the contiguous requirement. No other alternative provided contiguous housing, administrative support, and MWR facilities.

3.2.2 City of Seaside's Recommended Presidio of Monterey Annex

The City of Seaside is proposing a land exchange with the Army that locates the POM annex east of North-South Road. In the proposal, the city would receive the golf course and contiguous areas west of North-South Road. Implementation of Seaside's recommended POM annex would result in new construction of all facilities west of North-South Road located within the Army's proposed POM annex footprint.

The details of the City of Seaside proposal are discussed further in this section. Impacts of establishing Seaside's recommended POM annex at this location are included with the reuse analysis of Alternative 1: High-Intensity Mixed Use, Subalternative C: Partial Variation of High-Intensity Mixed Use and Alternative 2: Medium-Intensity Mixed Use in Section 5.0, "Environmental and Socioeconomic Consequences" and in Volume II, respectively.

3.3 RETENTION OF RESERVE CENTER

A reserve center must meet the Army requirements of mission, efficiency, and cost-effectiveness and must be accessible and visible. Consideration was given to new construction, leasing of installation lands, and use of other facilities located throughout the installation.

Leasing was not cost-effective and the cost of new construction of a replacement center exceeds the estimated revenue from sale of the existing property. No other facilities within the boundaries of the installation meet the requirements of the reserve center. Therefore, no alternative to retaining the existing reserve center is feasible.

3.4 REUSE

Reuse alternatives analyzed in this environmental impact statement (EIS), developed through the processes described in Section 2.0, "Proposed Action", are as follows:

- Alternative 1: High-Intensity Mixed Use
- Alternative 2: Medium-Intensity Mixed Use
- Alternative 3: Low-Intensity Mixed Use
- Alternative 4: Institutional Use
- Alternative 5: Open Space Use
- Alternative 6: Anticipated Reuse (Revised)

The level of detail describing the alternatives in this EIS is based on the best information available, provided by federal, state, and local agencies and the Fort Ord Task Force regarding proposed land uses and assumptions. The community vision package used to develop Alternatives 1, 2, and 3 is contained in Appendix E in Volume III.

The specific land uses proposed in each reuse alternative have been placed in one of the following general land use categories: open space, parks and recreation, tourism, agriculture, commercial/business park, industrial, institutional/public, residential, and other. "Other" includes the POM annex; reserve center; transportation corridor; and areas with no proposed use (NPU), which is defined as "caretaker status", or the minimum required staffing to maintain safety, security, and health standards in a state of repair. The land use definitions are contained in Appendix H in Volume III. (Appendix H has been reprinted in Volume IV, Section 6.0.)

Additionally, the following subalternatives are analyzed relative to the reuse alternatives:

- Subalternative A: No Presidio of Monterey Annex/No Reserve Center
- Subalternative B: Seaside's Recommended Presidio of Monterey Annex/No Reserve Center
- Subalternative C: Partial Variation of High-Intensity Mixed Use

Subalternative A is analyzed under Alternatives 1, 2, and 5. Alternative 3 generally represents the Fort Ord Task Force recommendation, which includes the Army's proposed February 14 POM annex; therefore, no alternatives to the POM annex are analyzed under this alternative. Alternative 4 represents DOD and other federal, state, and local institutional proposals. Because the POM annex was requested as a result of the screening process, no alternatives to the POM annex are analyzed under this alternative. The revised Alternative 6 (6R) represents the results of the screening process and, therefore, includes the Army's proposed POM annex and reserve center.

Table 3-1 Alternative 1: High-Intensity Mixed Use

Land Use Category	Specific Land Use	Acreage
Open Space	Coastal Dunes Zone	433
	Habitat Preserve	223
	Natural Area Expansion	50
	Natural Resource Management Area	2,209
Parks and Recreation	Fairgrounds	265
	Golf Course	682
	Park	
	Community	537
	Regional	774
	Recreation Area Expansion	166
	Reservoir	233
	RV Park/Campground	255
	Sports Center	192
	Sports Complex	199
Sports Field	146	
Tourism	Ampitheater	203
	Botanical Garden	336
	Cultural Center	209
	Ethnic Village	132
	Festival Plaza	167
	Film Complex	333
	Golf Hall of Fame/Smithsonian West	99
	Museum/Performing Arts Center	254
	National Innovation Center	401
	Resort Hotel	522
	Theme Park	570
	Wildlife Park	261
Zoo	423	
Agriculture	Vineyards	1,072
Commercial/Business Park	Asilomar - Type Facility	123
	Central Business	332
	Commercial Center	506
	Conference Center	283
	Corporate Headquarters	427
	Corporate Offices	357
	Office Park	559
	Regional Shopping Center	145
	Retail	260
	Industrial	Airport
Aquaculture		35
Light Industry		1,528

Table 3-1 Alternative 1: High-Intensity Mixed Use - Continued

Land Use Category	Specific Land Use	Acreage
Institutional/Public		2,696
	Cemetery	164
	Fire Training	417
	Government Center	96
	High School	36
	Marine Research	219
	Police Academy	252
	Regional Medical Center	208
	Trade Schools	533
	Transit Center	157
	University	614
Residential		7,040
	Rural (RR)	1,301
	Very Low (VLR)	358
	Low (LR)	1,186
	Medium (MR)	1,297
	High (HR)	2,898
Other		1,475
	Army-Proposed POM Annex	1,463
	Reserve Center	12
No Proposed Use		142
Total*		27,725

* There are slight differences in the total acreage for each alternative and subalternative due to rounding of individual acreages. The acreage total for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.

Note: This table corresponds with Figure 3-1.

Table 3-2 Alternative 1: High-Intensity Mixed Use
Subalternative A: No Presidio of Monterey Annex/No Reserve Center

Land Use Category	Specific Land Use	Acreage
Open Space	Coastal Dunes Zone	433
	Habitat Preserve	223
	Natural Area Expansion	50
	Natural Resource Management Area	2,209
Parks and Recreation		3,873
	Fairgrounds	285
	Golf Course	1,086
	Park	
	Community	537
	Regional	774
	Recreation Area Expansion	166
	Reservoir	233
	RV Park/Campground	255
	Sports Center	192
	Sports Complex	199
Sports Field	146	
Tourism		3,948
	Ampitheater	203
	Botanical Garden	336
	Cultural Center	209
	Ethnic Village	132
	Festival Plaza	167
	Film Complex	333
	Golf Hall of Fame/Smithsonian West	99
	Hotel	38
	Museum/Performing Arts Center	254
	National Innovation Center	401
	Resort Hotel	522
	Theme Park	570
Wildlife Park	261	
Zoo	423	
Agriculture		1,072
Vineyards	1,072	
Commercial/Business Park		3,157
	Asilomar-Type Facility	123
	Central Business	481
	Commercial Center	519
	Conference Center	283
	Corporate Headquarters	427
	Corporate Offices	360
	Office Park	559
	Regional Shopping Center	145
	Retail	260
Industrial		2,014
	Airport	451
	Aquaculture	35
	Light Industry	1,528

**Table 3-2 Alternative 1: High-Intensity Mixed Use
Subalternative A: No Presidio of Monterey Annex/No Reserve Center – Continued**

Land Use Category	Specific Land Use	Acreage
Institutional/Public		2,696
	Cemetery	164
	Fire Training	417
	Government Center	96
	High School	36
	Marine Research	219
	Police Academy	252
	Regional Medical Center	208
	Trade Schools	533
	Transit Center	157
	University	614
Residential		7,278
	Rural (RR)	1,301
	Very Low (VLR)	358
	Low (LR)	1,186
	Medium (MR)	1,297
	High (HR)	3,136
No Proposed Use		773
Total*		27,726
<p>* There are slight differences in the total acreage for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.</p>		
<p>Note: This table corresponds with Figure 3-2.</p>		

**Table 3--3 Alternative 1: High-Intensity Mixed Use
Subalternative B: Seaside's Recommended Presidio of Monterey Annex/No Reserve Center**

Land Use Category	Specific Land Use	Acreage
Open Space		2,915
	Coastal Dunes Zone	433
	Habitat Preserve	223
	Natural Area Expansion	50
	Natural Resource Management Area	2,209
Parks and Recreation		3,874
	Fairgrounds	285
	Golf Course	1,086
	Park	
	Community	538
	Regional	774
	Recreation Area Expansion	166
	Reservoir	233
	RV Park/Campground	255
	Sports Center	192
	Sports Complex	199
	Sports Field	146
Tourism		3,848
	Ampitheater	203
	Botanical Garden	336
	Cultural Center	209
	Ethnic Village	132
	Festival Plaza	167
	Film Complex	332
	Hotel	38
	Museum/Performing Arts Center	254
	National Innovation Center	401
	Resort Hotel	522
	Theme Park	570
	Wildlife Park	261
	Zoo	423
Agriculture		1,072
	Vineyards	1,072
Commercial/Business Park		3,157
	Asilomar-Type Facility	123
	Central Business	481
	Commercial Center	519
	Conference Center	283
	Corporate Headquarters	427
	Corporate Offices	360
	Office Park	559
	Regional Shopping Center	145
	Retail	260
Industrial		1,838
	Airport	451
	Aquaculture	35
	Light Industry	1,352

**Table 3-3 Alternative 1: High-Intensity Mixed Use
Subalternative B: Seaside's Recommended Presidio of Monterey Annex/No Reserve Center – Continued**

Land Use Category	Specific Land Use	Acreage
Institutional/Public		2,431
	Cemetery	164
	Fire Training	417
	Government Center	96
	High School	36
	Marine Research	246
	Police Academy	252
	Trade Schools	533
	Transit Center	157
	University	530
Residential		7,107
	Rural (RR)	1,301
	Very Low (VLR)	358
	Low (LR)	1,186
	Medium (MR)	1,297
	High (HR)	2,965
Other		1,486
	Seaside-Recommended POM Annex	1,428
	No Proposed Use	58
Total*		27,728

* There are slight differences in the total acreage for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.

Note: This table corresponds with Figure 3-4.

**Table 3-4 Alternative 1: High-Intensity Mixed Use
Subalternative C: Partial Variation of High-Intensity Mixed Use**

Land Use Category	Specific Land Use	Acreage
Open Space		2,563
	Coastal Dunes Zone	354
	Natural Resource Management Area	2,209
Parks and Recreation		4,053
	Park	
	Community	537
	Regional	658
	Golf Course	1,740
	Recreational Area Expansion	166
	Reservoir	233
	RV Park/Campground	182
	Sports Center	192
	Sports Complex	199
Sports Field	146	
Tourism		4,298
	Ampitheater	203
	Botanical Garden	336
	Cruise Ship Pier	35
	Cultural Center	161
	Ethnic Village	132
	Festival Plaza	167
	Film Complex	333
	Golf Hall of Fame/Smithsonian West	99
	Hotel	38
	Marina	247
	Museum/Performing Arts Center	254
	National Innovation Center	401
	Resort Hotels	638
	Theme Park	570
	Wildlife Park	261
Zoo	423	
Agriculture		1,072
	Vineyards	1,072
Commercial/Business Park		3,037
	Central Business	328
	Commercial Center	519
	Corporate Headquarters	942
	Corporate Offices	361
	Office Park	482
	Regional Shopping Center	145
	Retail	260
Industrial		1,979
	Airport	451
	Light Industry	1,528
Institutional/Public		2,749
	Cemetery	164
	Fire Training	417
	Government Center	96
	High School	36
	Marine Research	219
	Police Academy	252
	Regional Medical Center	208
	Trade Schools	533
	Transit Center	71
	University	614
Weather Station	139	

**Table 3-4 Alternative 1: High-Intensity Mixed Use
Subalternative C: Partial Variation of High-Intensity Mixed Use - Continued**

Land Use Category	Specific Land Use	Acreage
Residential		7,575
	Rural (RR)	1,301
	Very Low (VLR)	358
	Low (LR)	1,111
	Medium (MR)	1,276
	High (HR)	3,529
No Proposed Use		679
Total*		28,005

* There are slight differences in the total acreage for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.

Note: This table corresponds with Figure 3-5.

Table 3-5 Alternative 2: Medium-Intensity Mixed Use

Land Use Category	Specific Land Use	Acreeage
Open Space		4,884
	Coastal Dunes Zone	727
	Habitat Preserve	1747
	Natural Resource Management Area	2,410
Parks and Recreation		1,493
	Park	
	Community Park	144
	Regional Park	201
	Recreation Area Expansion	936
	RV Park/Campground	128
	Sports Fields	84
Tourism		902
	Cultural Center	191
	Golf Hall of Fame/Smithsonian West	57
	Museum/Performing Arts Center	253
	National Innovation Center	401
Commercial/Business Park		3,185
	Asilomar--Type Facility	68
	Central Business	329
	Commercial Center	371
	Corporate Headquarters	350
	Corporate Offices	361
	High Tech Business Park	285
	Office Park	1,421
Industrial		1,831
	Agri--Center	756
	Airport	451
	Aquaculture	38
	Light Industry	586
Institutional/Public		5,131
	Fire Training	1,098
	Government Center	96
	High School	36
	Marine Research	888
	Medical Research	260
	Police Academy	2,382
	Regional Medical Center	116
	School Expansion	30
	Trade Schools	57
	Transit Center	130
	University	38
Residential		6,239
	Rural (RR)	2,618
	Very Low (VLR)	360
	Low (LR)	2,470
	High (HR)	791

Table 3-5 Alternative 2: Medium-Intensity Mixed Use - Continued

Land Use Category	Specific Land Use	Acreage
Other		1,475
	Army-Proposed POM Annex	1,463
	Reserve Center	12
No Proposed Use		2,589
Total*		27,729
<p>* There are slight differences in the total acreage for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C is greater because it includes the proposed marina and cruise ship pier that extend off the installation.</p>		
<p>Note: This table corresponds with Figure 3-6.</p>		

**Table 3-6 Alternative 2: Medium-Intensity Mixed Use
Subalternative A: No Presidio of Monterey Annex/No Reserve Center**

Land Use Category	Specific Land Use	Acres
Open Space		4,884
	Coastal Dunes Zone	727
	Habitat Preserve	1747
	Natural Resource Management Area	2,410
Parks and Recreation		1,897
	Golf Course	404
	Park	
	Community Park	144
	Regional Park	201
	Recreation Area Expansion	936
	RV Park/Campground	128
	Sports Fields	84
Tourism		940
	Cultural Center	191
	Golf Hall of Fame/Smithsonian West	57
	Museum/Performing Arts Center	253
	National Innovation Center	401
	Resort Hotel	38
Commercial/Business Park		3,337
	Asilomar-Type Facility	68
	Central Business	481
	Commercial Center	371
	Corporate Headquarters	350
	Corporate Offices	361
	High Tech Business Park	285
	Office Park	1,421
Industrial		1,831
	Agri-Center	756
	Airport	451
	Aquaculture	38
	Light Industry	586
Institutional/Public		5,131
	Fire Training	1,098
	Government Center	96
	High School	36
	Marine Research	888
	Medical Research	260
	Police Academy	2,382
	Regional Medical Center	116
	School Expansion	30
	Trade Schools	57
	Transit Center	130
	University	38
Residential		6,489
	Rural (RR)	2,618
	Very Low (VLR)	360
	Low (LR)	2,482
	High (HR)	1,029

**Table 3-6 Alternative 2: Medium-Intensity Mixed Use
Subalternative A: No Presidio of Monterey Annex/No Reserve Center – Continued**

Land Use Category	Specific Land Use	Acreage
No Proposed Use		3,220
Total*		27,729
<p>* There are slight differences in total acreage for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.</p>		
<p>Note: This table corresponds with Figure 3-7.</p>		

Table 3-7 Alternative 2: Medium-Intensity Mixed Use
 Subalternative B: Seaside's Recommended Presidio of Monterey Annex

Land Use Category	Specific Land Use	Acreage
Open Space	Coastal Dunes Zone	727
	Habitat Preserve	1747
	Natural Resource Management Area	2,410
		4,884
Parks and Recreation	Golf Course	404
	Park	
	Community Park	144
	Regional Park	201
	Recreation Area Expansion	936
	RV Park/Campground	128
	Sports Fields	84
	1,897	
Tourism	Cultural Center	191
	Museum/Performing Arts Center	253
	National Innovation Center	401
	Resort Hotel	38
	883	
Commercial/Business Park	Asilomar - Type Facility	68
	Central Business	481
	Commercial Center	371
	Corporate Headquarters	350
	Corporate Offices	361
	High Tech Business Park	285
	Office Park	1,421
		3,337
Industrial	Agri-Center	756
	Airport	451
	Aquaculture	38
	Light Industry	586
		1,831
Institutional/Public	Fire Training	1,098
	Government Center	96
	High School	36
	Marine Research	915
	Police Academy	2,382
	School Expansion	30
	Trade Schools	57
	Transit Center	130
	University	38
		4,782
Residential	Rural (RR)	2,618
	Very Low (VLR)	360
	Low (LR)	2,451
	High (HR)	743
		6,172

Table 3-7 Alternative 2: Medium-Intensity Mixed Use
 Subalternative B: Seaside's Recommended Presidio of Monterey Annex - Continued

Land Use Category	Specific Land Use	Acreage
Other	Seaside-Recommended POM Annex	1,428
No Proposed Use		2,513
Total		27,727
<p>* There are slight differences in total acreages for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.</p>		
<p>Note: This table corresponds with Figure 3-8.</p>		

Table 3-8 Alternative 3: Low-Intensity Mixed Use

Land Use Category	Specific Land Use	Acreage
Open Space		9,741
	Coastal Dunes Zone	421
	Habitat Preserve	492
	Natural Resource Management Area	8,828
Parks and Recreation		1,539
	Disturbed Habitat Zone	558
	Recreation Area Expansion	890
	RV Park/Campground	63
	Service Area	11
	Contact Station Area	17
Tourism		73
	Museum/Performing Arts Center	73
Agriculture		722
	General Agriculture	722
Commercial/Business Park		786
	Central Business	136
	Financial Center	63
	High Tech Business Park	305
	Office Park	282
Industrial		682
	Agri-center	361
	Airport	292
	Aquaculture	29
Institutional/Public		2,201
	International Studies	93
	Regional Medical Center	81
	Transit Center	32
	University	1,995
Residential (3)		2,818
	Low (LR)	2,818
Other		1,475
	Army-Proposed POM Annex	1,463
	Reserve Center	12
No Proposed Use		7,689
Total*		27,726

* There are slight differences in total acreages for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.

Note: This table corresponds with Figure 3-9.

Table 3-9 Alternative 4: Institutional Use

Land Use Category	Specific Land Use	Acreage
Open Space		6,694
	Coastal Dunes Zone	421
	Natural Resource Management Area	6,273
Parks and Recreation		856
	Contact Station Area	17
	Disturbed Habitat Zone	530
	Multi-Use Area	29
	Recreation Area Expansion	269
	Service Area	11
Industrial		953
	Agri-Center	322
	Airport	621
	Storage	10
Institutional/Public		8,037
	Cemetery	187
	Correctional Facilities	435
	High School	50
	Hospital	81
	International Studies	93
	Medical Research	244
	POST Academy	301
	School Expansion	611
	University/Science Office	286
	Trade Schools	153
	Transit Center	32
	University	2,122
	University Research Area	3414
	Weather Station	28
Other		1,475
	Army-Proposed POM Annex	1,463
	Reserve Center	12
No Proposed Use		9,711
Total*		27,726
<p>* There are slight differences in total acreages for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.</p>		
<p>Note: This table corresponds to Figure 3-10.</p>		

Table 3-10 Alternative 5: Open Space

Land Use Category	Specific Land Use	Acreage
Open Space		10,718
	Coastal Dunes Zone	421
	Natural Area Expansion	29
	Natural Resource Management Area	9,544
	Habitat Preserve	724
Parks and Recreation		1,014
	Contact Station Area	17
	Disturbed Habitat Zone	558
	Equestrian Center	28
	Multi-Use Area	29
	Recreation Area Expansion	269
	RV Park/Campground	102
	Service Area	11
Other		1,475
	Army--Proposed POM Annex	1,463
	Reserve Center	12
No Proposed Use		14,518
Total		27,725
<p>* There are slight differences in total acreages for each alternative and subalternative due to rounding of individual acreages. The total acreage for Alternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.</p>		
<p>Note: This table corresponds with Figure 3-12.</p>		

**Table 3-11 Alternative 5: Open Space
Subalternative A: No Presidio of Monterey Annex/No Reserve Center**

Land Use Category	Specific Land Use	Acreage
Open Space		10,730
	Coastal Dunes Zone	421
	Habitat Preserve	736
	Natural Area Expansion	29
	Natural Resource Management Area	9,544
Parks and Recreation		1,014
	Contact Station Area	17
	Disturbed Habitat Zone	558
	Equestrian Center	28
	Multi-Use Area	29
	Recreation Area Expansion	269
	RV Park/Campground	102
	Service Area	11
No Proposed Use		15,981
Total*		27,725
<p>* There are slight differences in total acreages for each alternative and subalternative due to rounding of individual acreages. The total acreage for Subalternative 1, Subalternative C, is greater because it includes the proposed marina and cruise ship pier that extend off the installation.</p>		
<p>Note: This table corresponds with Figure 3-13.</p>		

Table 3-12. Alternative 6R: Anticipated Reuse (Revised)

Land Use Category	Specific Land Use	Acreage
Open Space		16,117
	Coastal Dunes Zone	421
	Natural Resource Management Area	14,781
	Natural Area Expansion	53
	University Research Area	862
Parks and Recreation		2,076
	Disturbed Habitat Zone	538
	Multi-Use Area	29
	Recreation Area Expansion	1,123
	Community Park	29
	Service Area	11
	Fairgrounds	97
	RV Park	249
Commercial/Business Park		829
	Office Park	352
	University Science Office Park	477
Industrial		1,773
	Agri-Center	890
	Airport	837
	Corporate Yard	46
Institutional/Public		1,569
	Post Academy	39
	University	1,210
	Fire Training	79
	Government Center	36
	Transit Center	55
	School Expansion	150
Residential		133
	McKinney Act Housing	133
Other		1,773
	Army--Proposed POM Annex	1,463
	Reserve Center	12
	Transportation Corridor	298
No Proposed Use		3,456
Total		27,726

Note: This table corresponds with Figure 3-14.